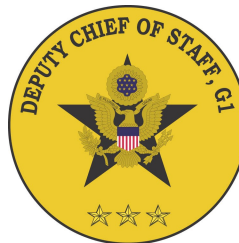


# 2004 Army Exit Survey Results

**6/26/00 to 7/9/04**

**Department of the Army  
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1  
Plans & Strategies Division**



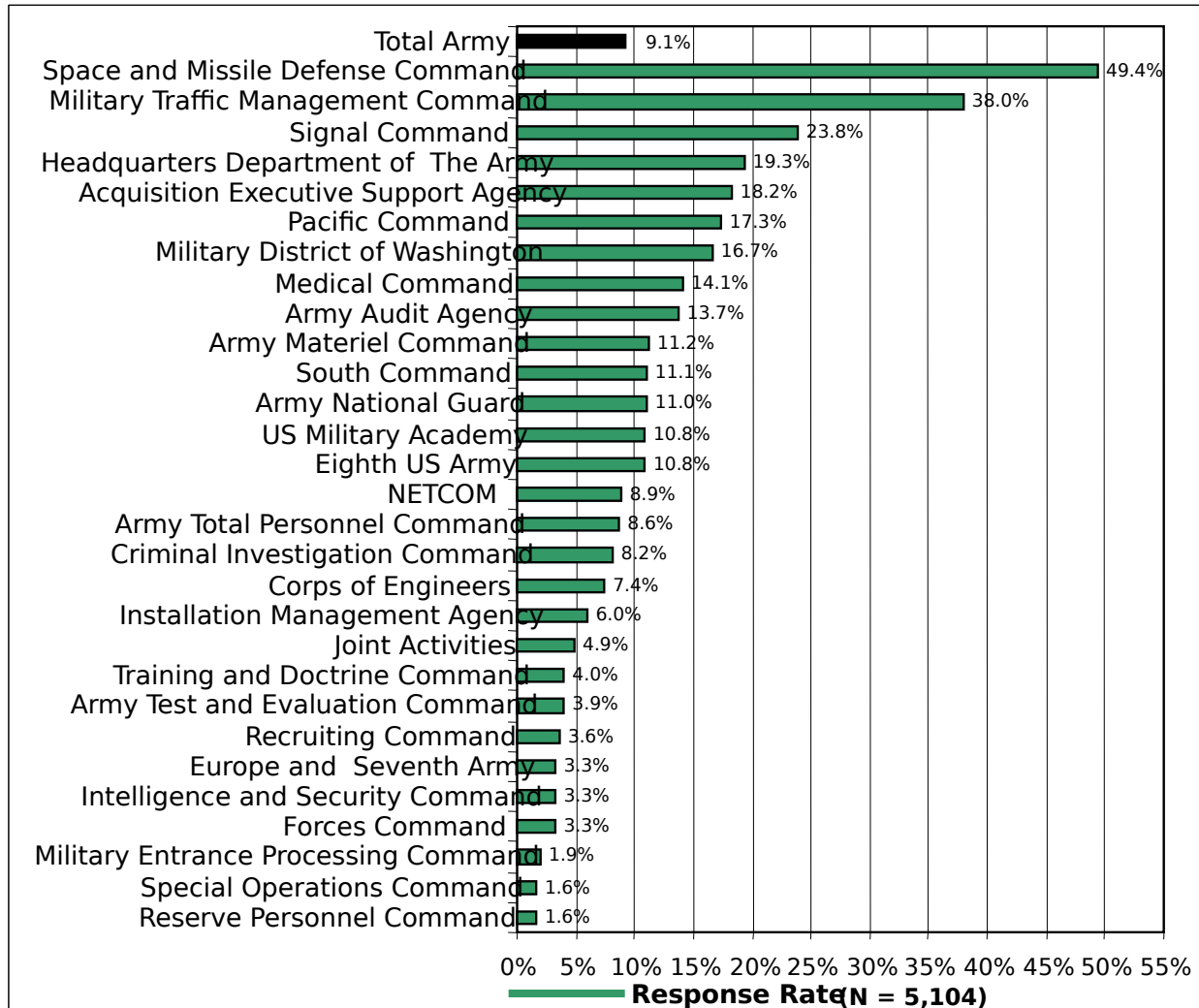
# Demographics

Response rate for Army was 9% but varied between 1.6% and 49.4% for the various Commands.

Different commands were responsible for different percentages of Army losses with Corps of Engineers contributing the most (18.66%) and Signal Command Contributing the least (.1%).

The typical respondent was a GS-12, 47-year-old white male with 11.2 years of army civilian service and 15.3 years of federal civilian service who made \$86,000 or more in salary.

# Response Rate and Percent of Total Attrition By MACOM



## Major Command

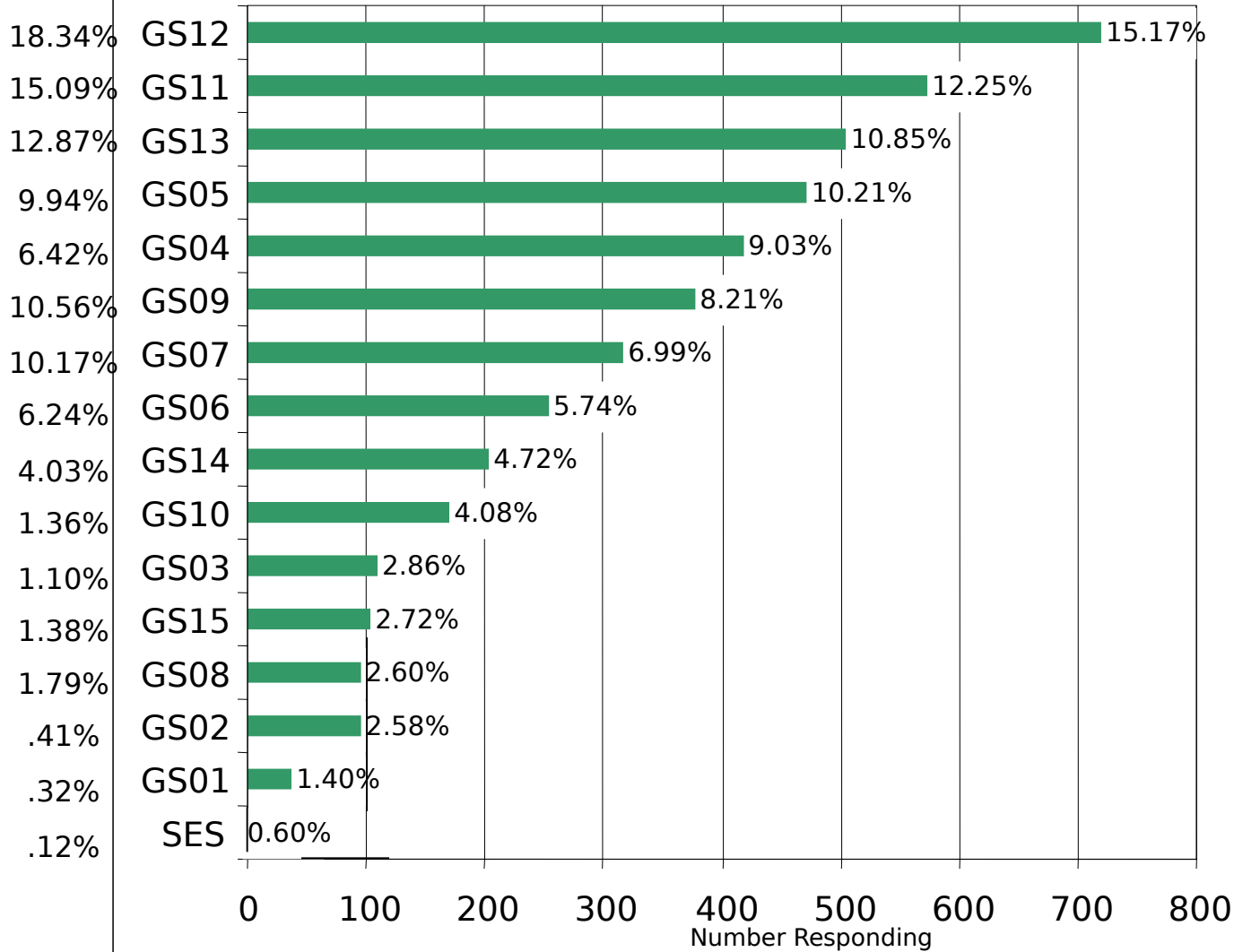
Major Command	% of Army Losses
Corps of Engineers	18.66%
Army Materiel Command	16.56%
Medical Command	12.40%
Training and Doctrine Command	9.98%
Forces Command	9.08%
Europe and Seventh Army	5.65%
Headquarters Department of The Army	4.56%
Installation Management Agency	4.08%
Pacific Command	2.10%
Army Test and Evaluation Command	1.99%
US Military Academy	1.78%
Aquisition Executive Support Agency	1.26%
Eighth US Army	1.23%
Military District of Washington	1.21%
Army Total Personnel Command	1.17%
Reserve Personnel Command	1.17%
Joint Activities	1.03%
Intelligence and Security Command	0.97%
NETCOM	0.77%
Military Entrance Processing Command	0.72%
Military Traffic Management Command	0.65%
Special Operations Command	0.57%
Recruiting Command	0.50%
Space and Missile Defense Command	0.38%
South Command	0.37%
Army National Guard	0.33%
Criminal Investigation Command	0.28%
Army Audit Agency	0.23%
Signal Command	0.10%
	<b>100%</b>

Data based on data from June 1, 2003 to June 30, 2004

N = 21,760

# Percent Number and Percent of Each Grade Level Responding in Army

YTD 2004



**Side Bar:** The data show that the distribution of grade levels were fairly consistent with the distribution in Army overall. Representativeness is supported.

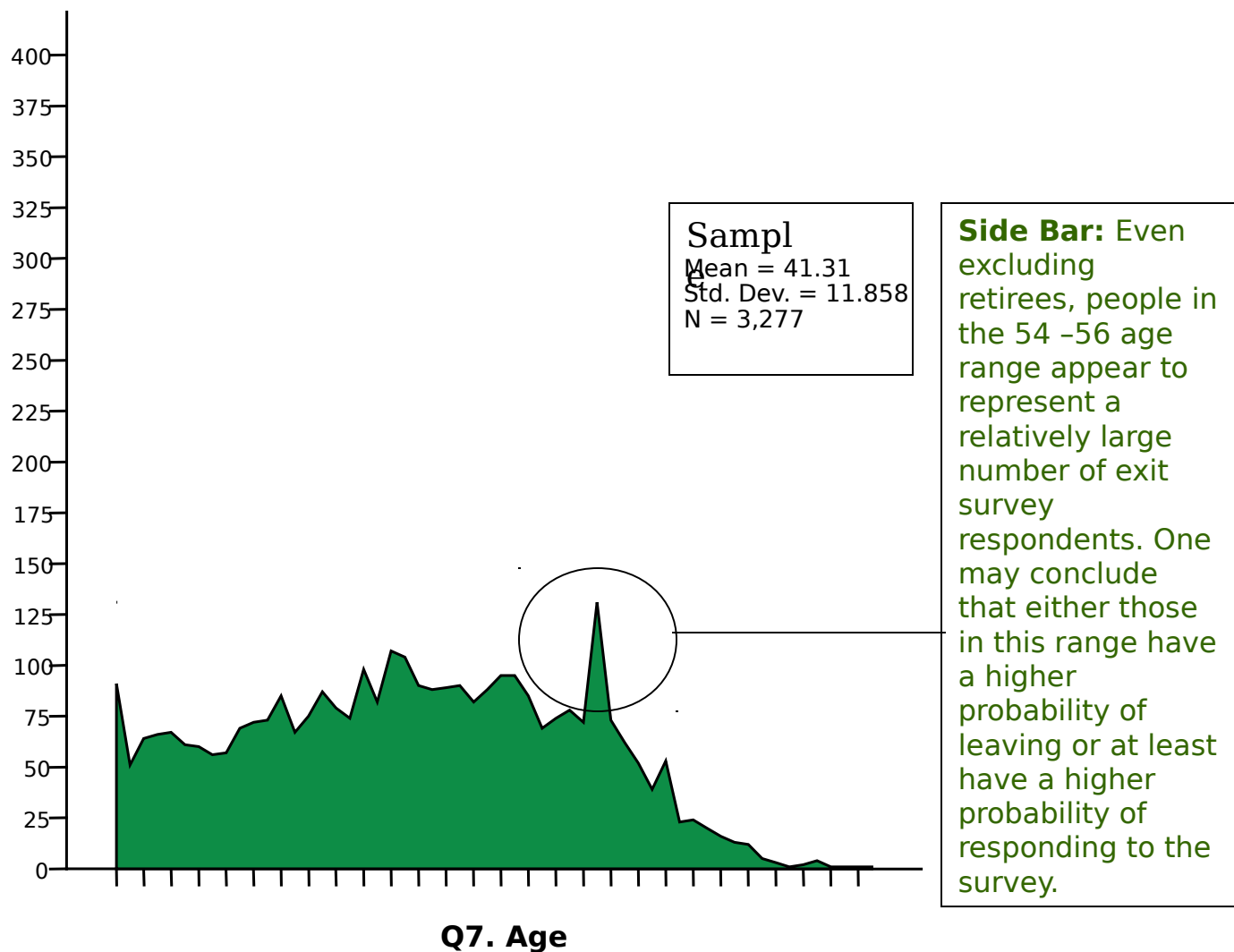
Data based on total Army losses by grade level from 6/26/00 to 7/9/04 with about 5,104 respondents.

## Age of Persons Responding (Including retirees)

Sample Mean = 47.029 Std. Dev. = 13.0952 N = 4,896	Army population 2004 YTD Mean = 47.9
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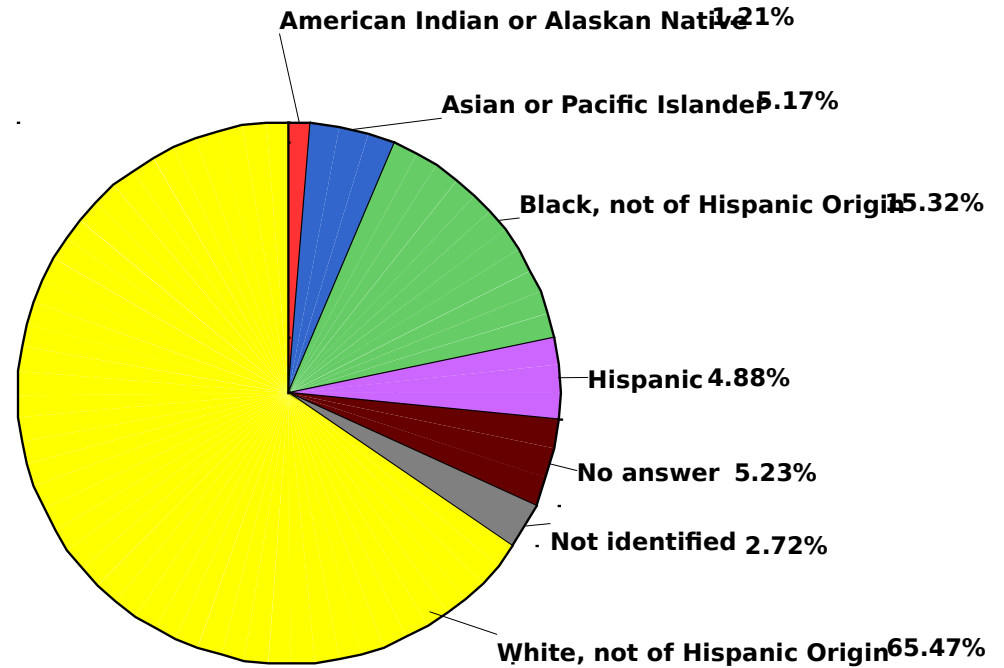
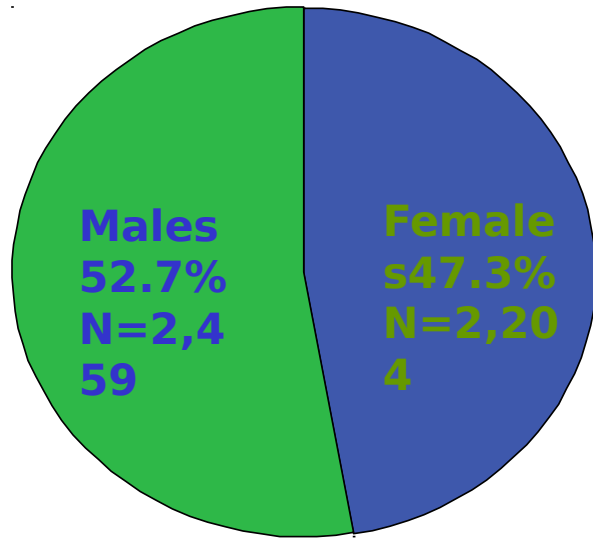
Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 4,896 respondents.

## Age of Persons Responding (Excluding retirees)

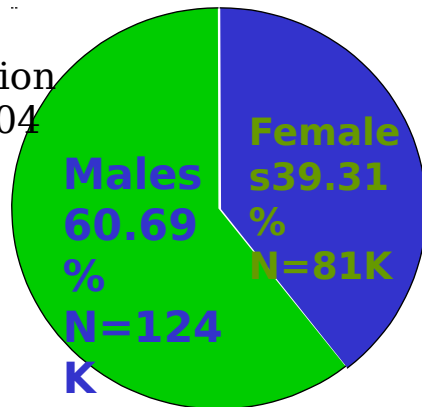


Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 3,277 respondents.

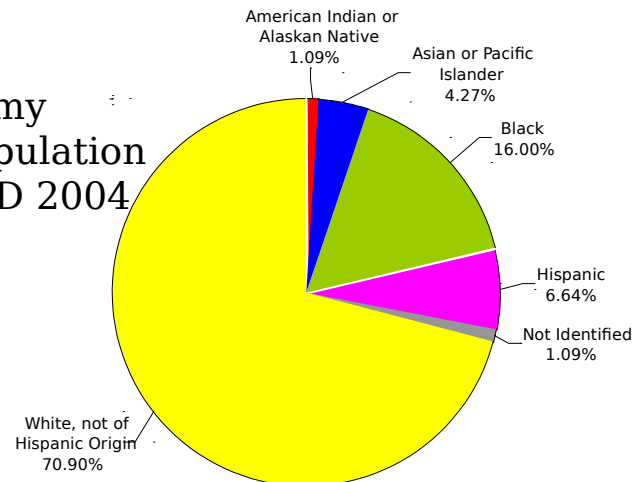
# Gender and Racial Group Membership of Persons Responding



Army  
Population  
YTD 2004

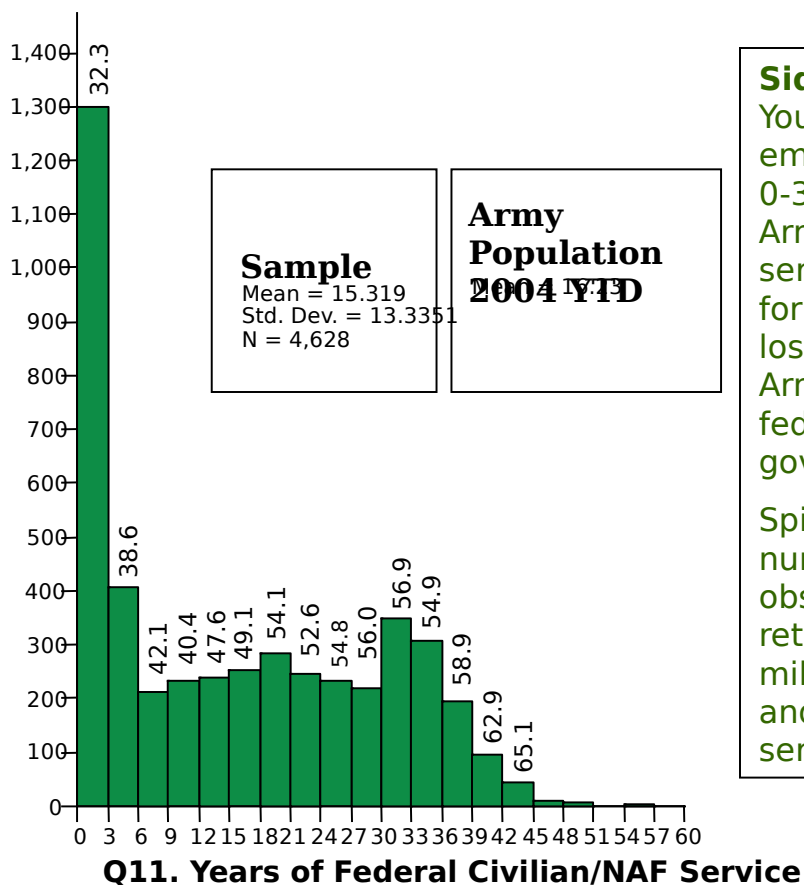
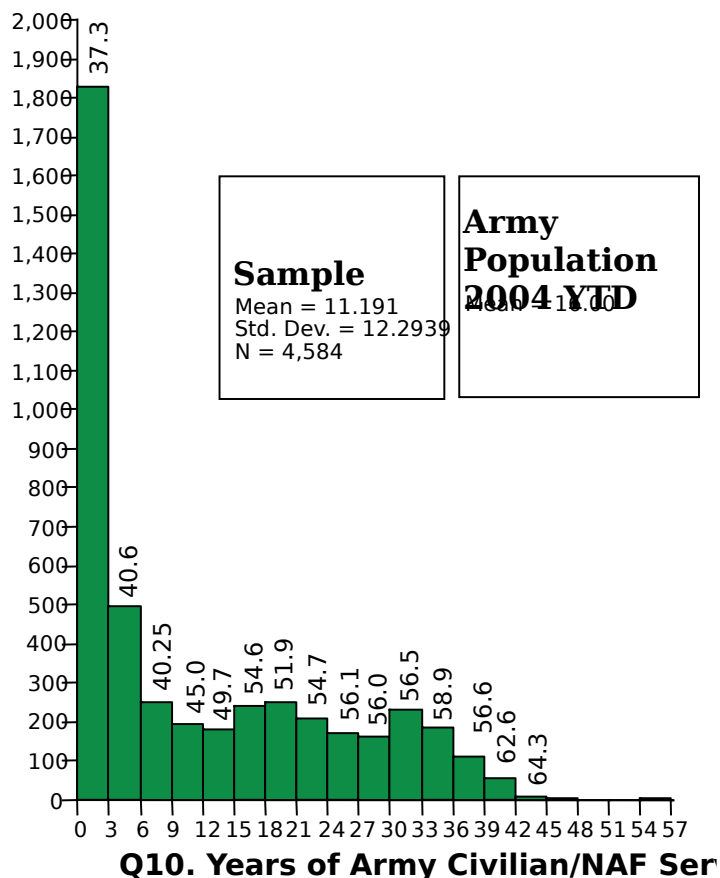


Army  
Population  
YTD 2004



# Years of Army Civilian and Federal Civilian Service of Persons Responding

(Average Age Per "Bin" Included)



**Side Bar:**  
Younger employees with 0-3 years of Army/Federal service account for most of the losses from Army and the federal government.  
  
Spikes in loss numbers were observed at retirement milestones of 20 and 30 years service.



# Item Analysis

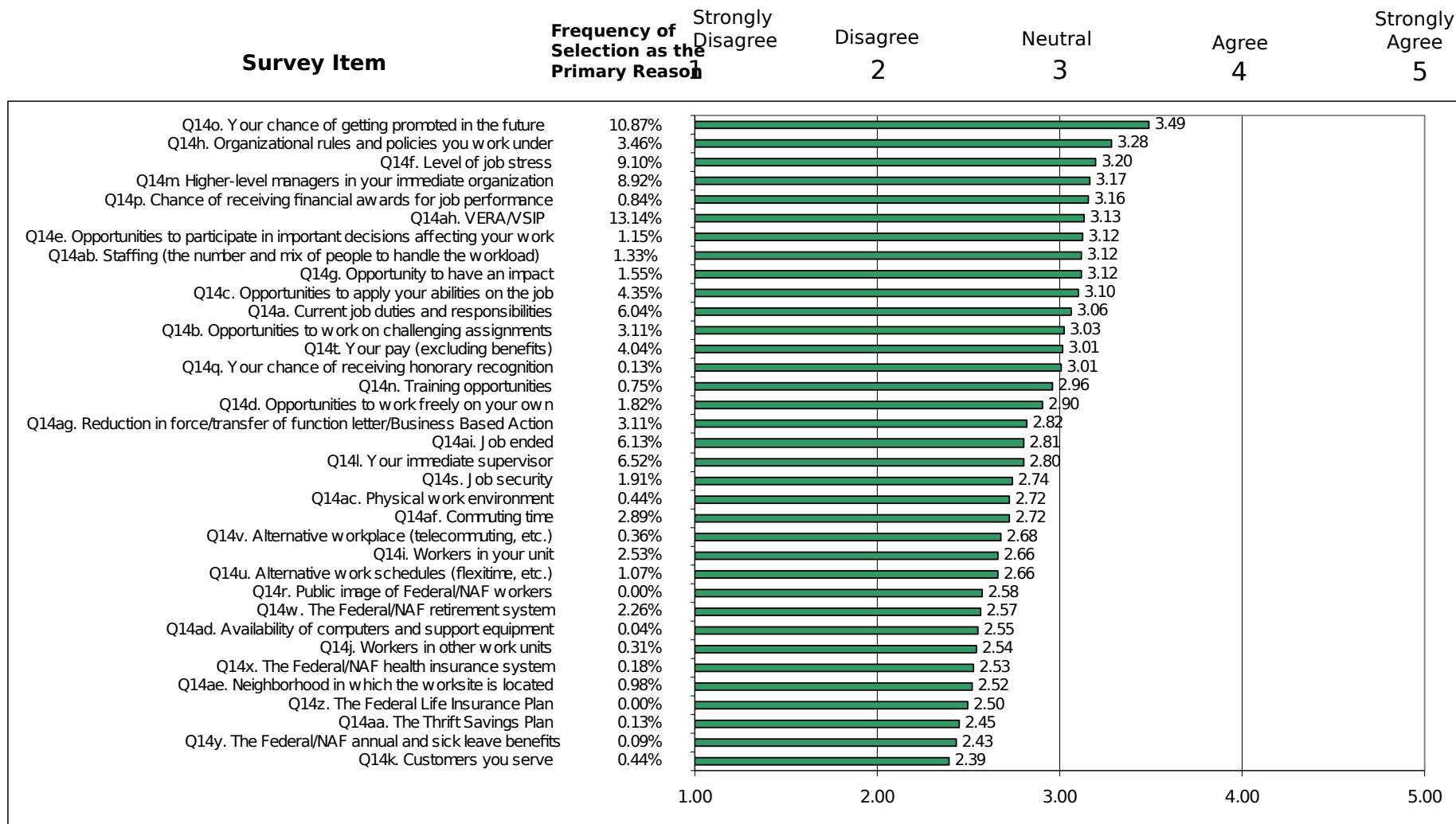
*Chance of getting promoted in the future, organizational rules and policies, and level of job stress were reported as the most influential reasons for leaving Army.*

*Other than VERA/VSIP, chance of getting promoted in the future, higher-level managers in the immediate organization, and level of job stress were the most frequently identified as the single most important factors in the decision to leave Army.*

*The customers one serves and benefits (sick leave, TSP, insurance, etc) were reported as the least influential reasons for leaving Army.*

*Although still the number one reason, the influence of “chance of getting promoted” has decreased steadily since FY 2000. Conversely, the influence of higher level managers, job stress, organizational rules/procedures has increased over the last 3 fiscal years.*

# To what extent do you agree or disagree with each of the following as reasons for you to leave Army service?

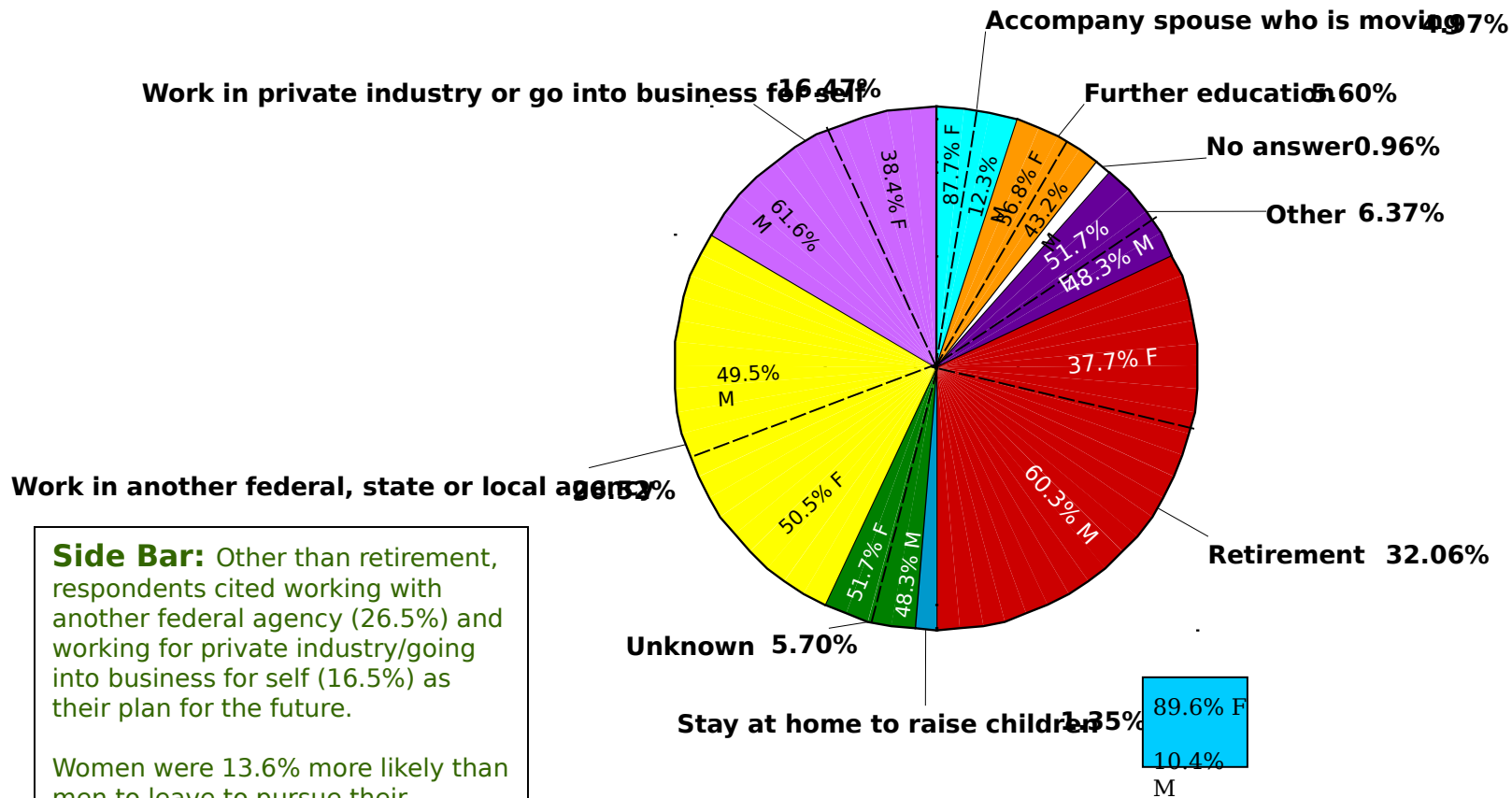


Percentages report the frequency which that item was selected as the primary reason for leaving Army.

Green bars report the average level of influence exerted by each item.

Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 5,104

## Q12. Future Plans By Gender



Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 5,106 respondents.

# Salary Level Claimed by Persons Responding

**Salary Level Claimed by Persons  
Responding  
(Excluding Retirees)**

**Army  
Population**  
**2004 YTD**  
2004 YTD \$41,000.86

Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 5,000 respondents.

## **Future Salary Anticipated by Persons Responding**

Data based on total Army Exit Survey results from 6/26/00  
to 7/9/04 with about 2,402 respondents.

# Difference Between Current and Anticipated Salary Level

## Salary Bin Conversion Used for Analysis

\$14,000 or less	=1
\$15,000-\$20,000	=2
\$21,000-\$25,000	=3
\$26,000-\$30,000	=4
\$31,000-\$35,000	=5
\$35,000-\$40,000	=6
\$41,000-\$45,000	=7
\$46,000-\$50,000	=8
\$51,000-\$55,000	=9
\$56,000-\$60,000	=10
\$61,000-\$65,000	=11
\$66,000-\$70,000	=12
\$71,000-\$75,000	=13
\$76,000-\$80,000	=14
\$81,000-\$85,000	=15
\$86,000 or more	=16

**Side Bar:** The most typically anticipated future salary was \$86,000 or more and respondents tended to anticipate earning .8 of one salary bin more than their current salary after separation.

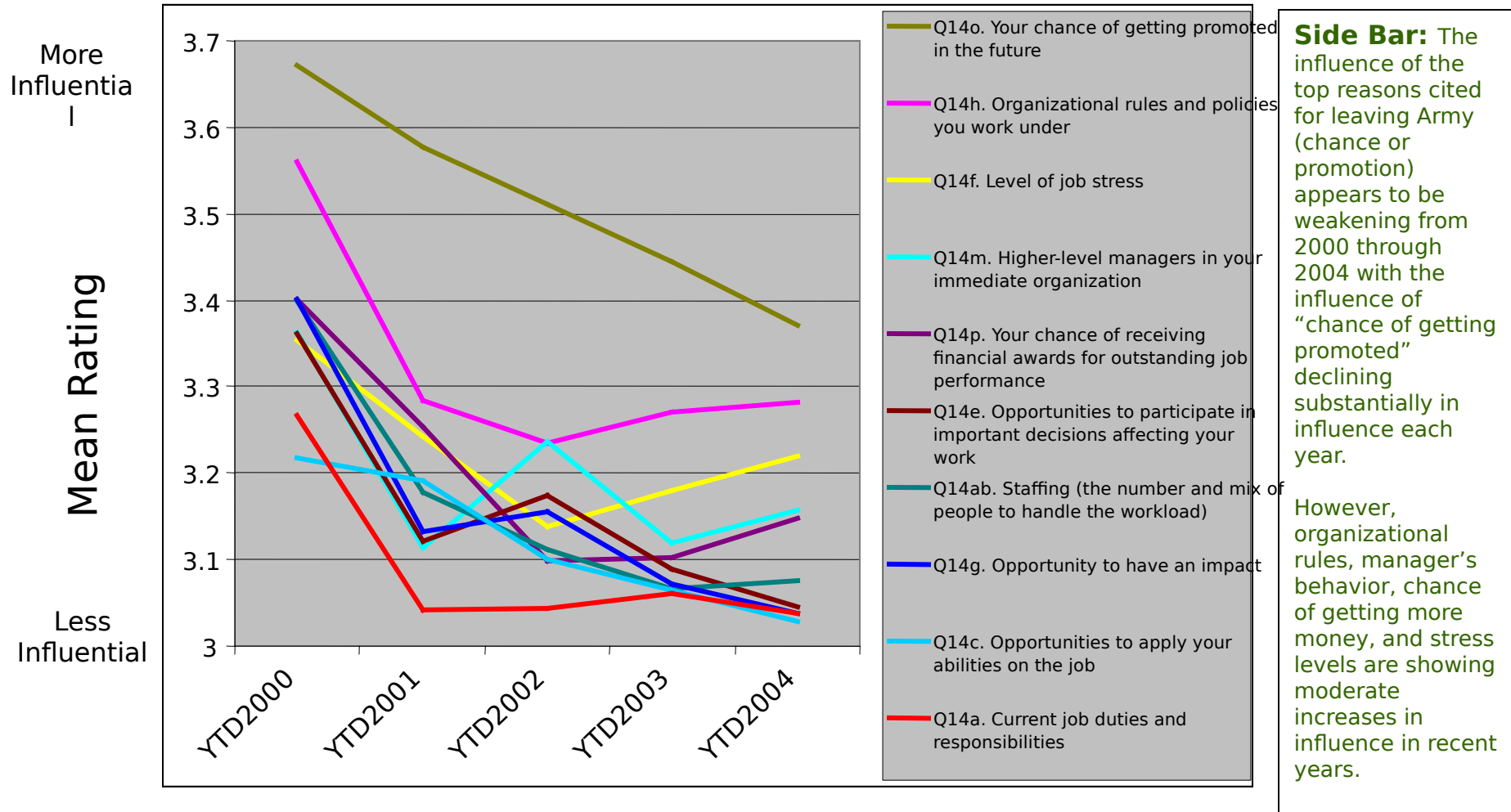
Pay was only the 12<sup>th</sup> most influential reason for leaving but results show a trend toward higher expected salaries than what respondents currently earn.

## Salary Bins

Differences observed are based on rescaled (1-16) current and anticipated salary levels.

Data based on survey results from 6/26/00 to 7/9/04 with about 2,402 respondents.

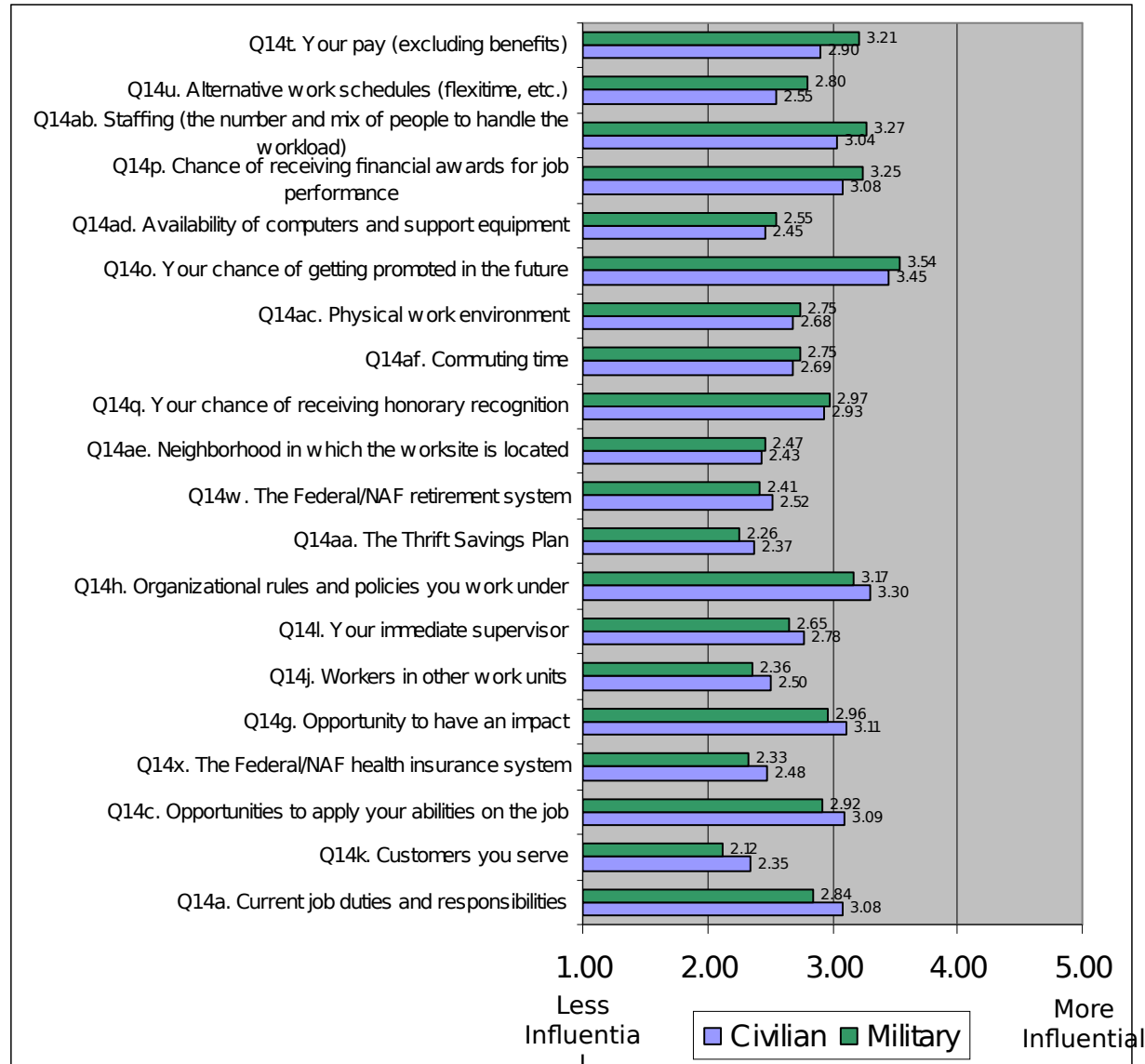
# 10 Most Influential Reasons People Left Army by Year



Mean based on a scale from 1 (small influence) to 5 (large influence)

N = 3,381

# Items Showing the Greatest Difference Between Civilian led and Military led Subordinates



**Side Bar:** Military-led respondents reported pay, alternative work schedules, and workload as being more influential on their decisions to leave than did their civilian led counterparts.

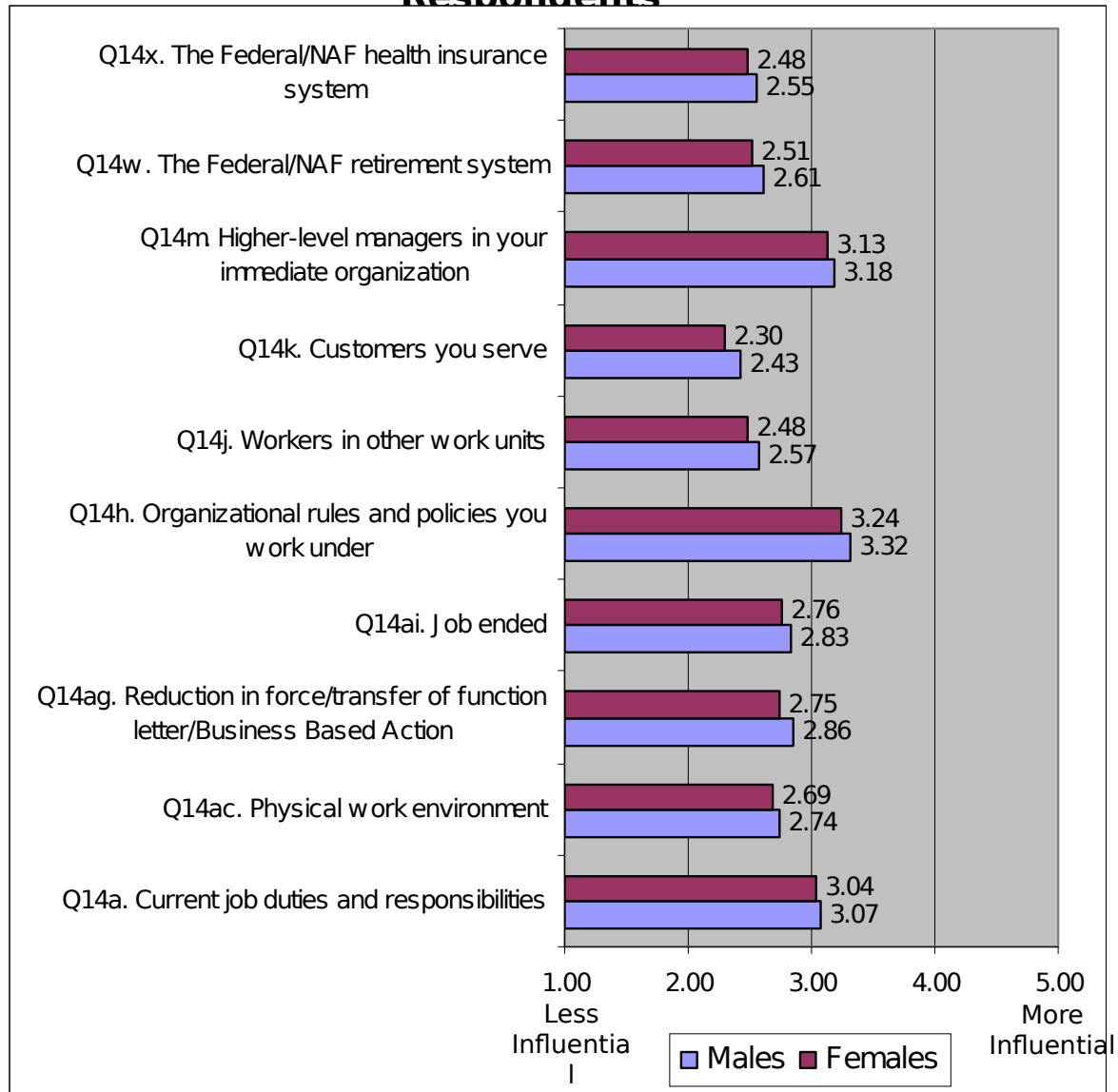
Civilian-led respondents reported job duties, customers, and opportunity to apply abilities as being more influential in their decision to leave than did their military led counterparts.

Military led respondents report “job context” concerns more so than their civilian led counterparts who report more “job content” concerns.

Data based on responses from 3,761 civilian led and 557 military led employees



## Items Showing the Greatest Difference Between Male and Female Respondents

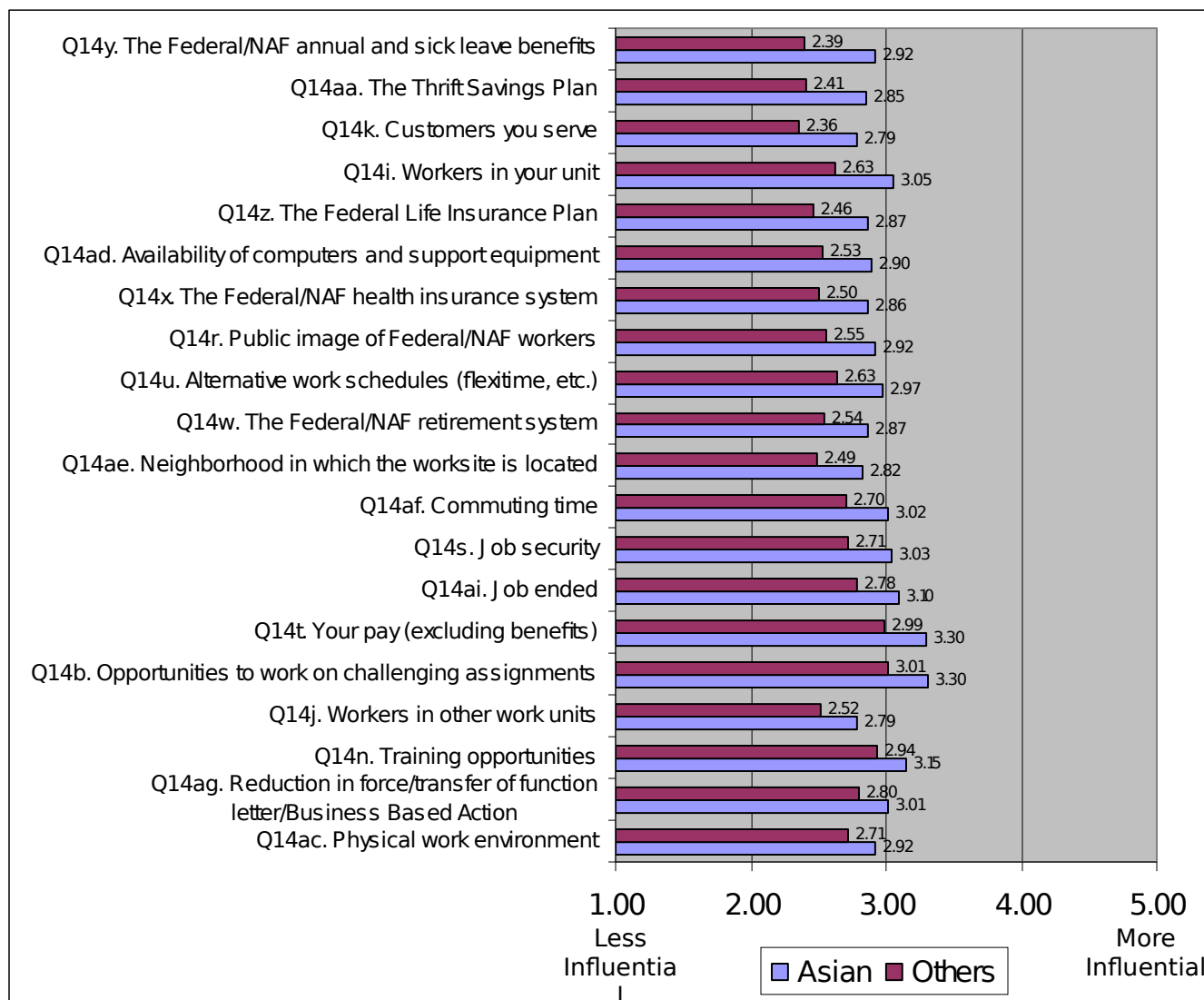


**Side Bar:** Males seemed to report slightly higher levels of influence for the survey factors than did their female counterparts. Males seemed to be more adamant than women in their opinion about the influence of the factors.

Chance of getting promoted was the number one reason cited for leaving Army by both men and women.

Data based on responses from 1,757 males and 1,344 females

# Items Showing the Greatest Difference Between Asian Americans and All Others

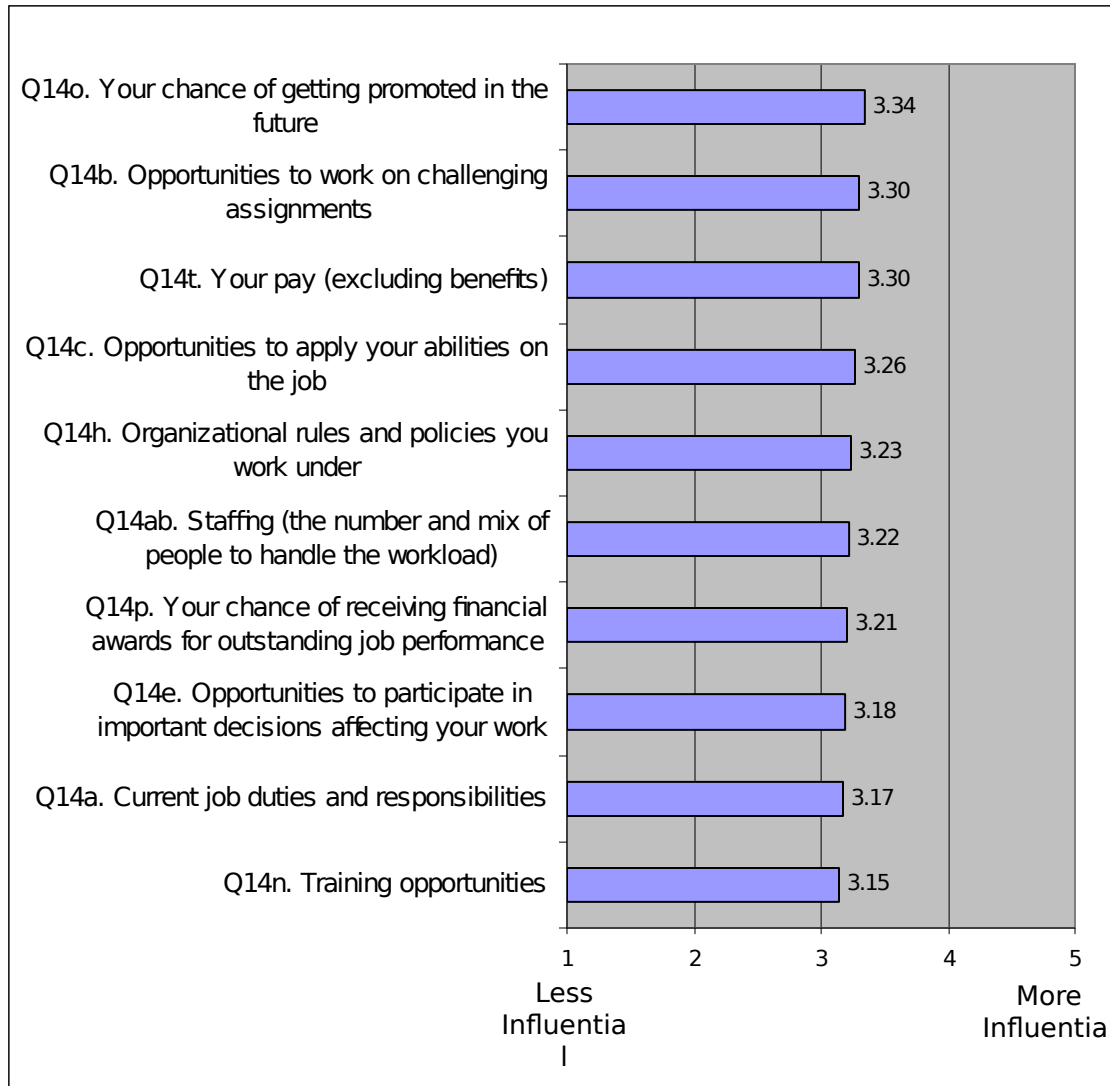


**Side Bar:** There were few significant differences in factor influence between racial groups. However, Asians appeared to report that many factors influenced their decision to leave much more so than the other racial group members.

Asians reported that sick leave benefits, TSP, customers, and co-workers influenced their decision to leave much more so than other racial group members.

Data based on responses from 194 Asian Americans and 3,046 all others

## Items Showing the Most Influential Reasons for Leaving Army by Asian Americans

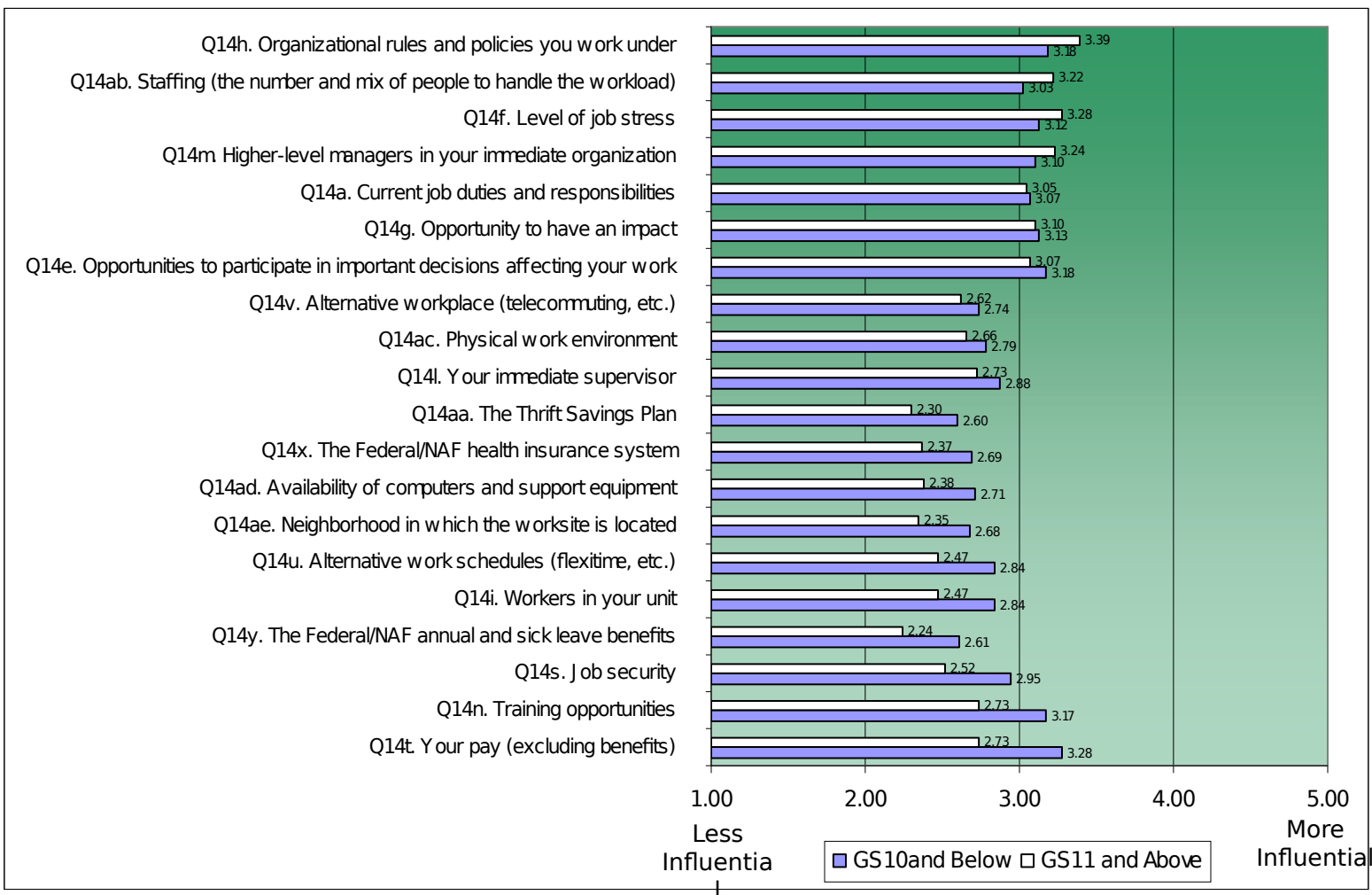


### Side Bar:

Chance of getting promoted was the number one reason cited for leaving Army by Asian Americans.

Pay was the 13<sup>th</sup> most influential reason for Army overall but 2<sup>nd</sup> for Asians.

# Items Showing the Greatest Difference Between GS10 and Below Versus GS11 and Above



Data based on responses from 2,687 GS10 and below and 2,317 GS11 and above employees

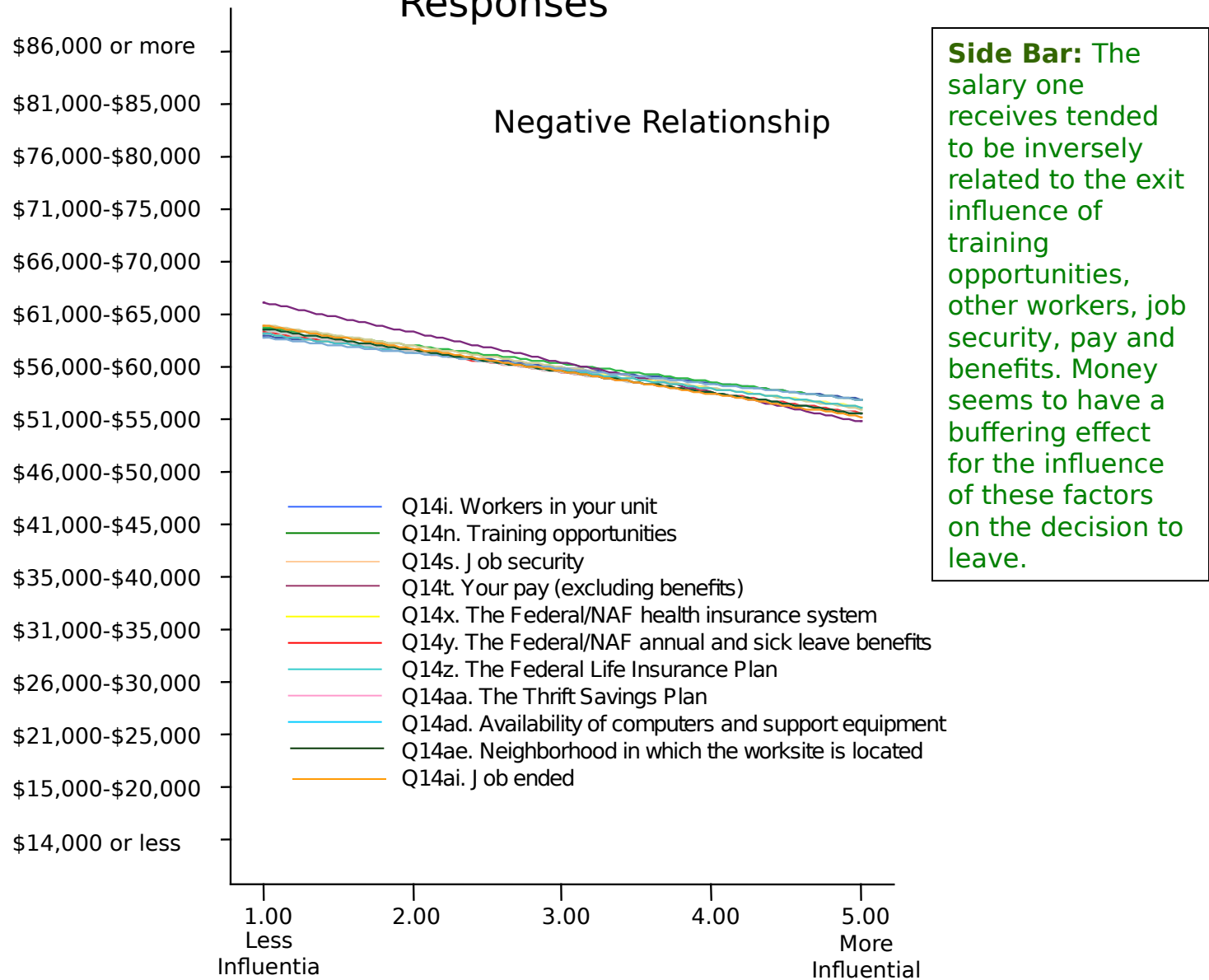
## Side Bar:

Analysis determined that the greatest differences in survey responses were observed by separating respondents into GS-10 and below and GS-11 and above.

“Job content” concerns such as rules/policies, workload and job stress were cited as influencing the exit decision of level 11 and above more so than their level 10 and below counterparts.

“Job context” concerns such as pay, training opportunities, job security, and sick leave benefits were more influential to the exit decision of GS 10s and below than they were for GS 11s and above.

# Statistically Significant Relationships Between Pay and Exit Survey Responses



Data based on responses from about 3,500 employees

# Statistically Significant Relationships Between Age and Exit Survey Responses

Positive Relationship

Negative Relationship

Age

Age

- Q14ah. VERA/VSIP
- Q14f. Level of job stress
- Q14m. Higher-level managers in your immediate organization

- Q14t. Your pay (excluding benefits)
- Q14b. Opportunities to work on challenging assignments
- Q14c. Opportunities to apply your abilities on the job

Less Influential

More Influential

Less Influential

More Influential

Data based on responses from about 3,500 employees

**Side Bar:** The age of respondents tended to be positively related to the influence of VERA/VSIP, stress, and higher level managers (the older you are the greater the influence). Older people are more susceptible to the influence of stress and management decision-making.

Age was inversely rated to the influence of pay, challenging assignments, and applying abilities (the older you are, the lower the influence of these factors). Age seemed to mitigate the influence of pay and career opportunities on the decision to leave.

## Summary

1. Response rate for Army was 9% but varied between 49.4% and 1.6% for the various Commands.
2. The typical respondent was a GS-12, 47-year-old white male with 11.2 years of army civilian service and 15.3 years of federal civilian service who made \$86,000 or more in salary.
3. Chance of getting promoted in the future, organizational rules and policies, and level of job stress were reported as the most influential reasons for leaving Army.
4. Other than VERA/VSIP, chance of getting promoted in the future, higher-level managers in the immediate organization and level of job stress were the most frequently identified as the single most important factors in the decision to leave Army.
5. The customers one serves and benefits (sick leave, TSP, insurance, etc) were reported as the least influential reasons for leaving Army.
6. Other than retirement, respondents cited working with another federal agency (26.5%) and working for private industry or going into business for self (16.5%) as their plan for the future.
7. The most typically anticipated future salary was \$86,000 or more and respondents tended to anticipate earning .8 of 1 salary bin more than their current salary on their next job.
8. The influence of the top reasons cited for leaving Army appears to be weakening from 2000 through 2004 with the influence of "chance of getting promoted" declining substantially in influence each year. However, organizational rules and stress levels are showing moderate increases in influence in recent years.
9. Military-led respondents reported pay, alternative work schedules, and staffing as being more influential on their decisions to leave than did their civilian led counterparts.
10. Civilian-led respondents reported job duties, customers, and opportunity to apply abilities as being more influential in their decision to leave than did their military led counterparts.

## Summary - Continued

11. Males seemed to report higher levels of influence for the survey factors and reported that health insurance, retirement, higher level managers influenced their decisions to leave more so than did their female counterparts.
12. There were few significant differences in factor influence between racial groups. However, Asians appeared to report that many factors influenced their decision to leave much more so than the other racial group members.
13. Asian reported that sick leave benefits, TSP, customers, and co-workers influenced their decision to leave much more so than other racial group members. Chance of getting promoted was the most influential reason Asian left Army.
14. Analysis determined that the greatest differences in survey responses were observed by separating respondents into GS-10 and below and GS-11 and above. Rules/policies, staffing and job stress were cited as influencing the exit decision of level 11 and above more so than their level 10 and below counterparts.
15. Pay, training opportunities, job security, and sick leave benefits were more influential to the exit decision of GS 10s and below than they were for GS 11s and above.
16. The salary one receives tended to be inversely related to the exit influence of training opportunities, other workers, job security, pay and benefits. The more money one makes the less these factors influenced the decision to leave.
17. The age of respondents tended to be positively related to the influence of VERA/VSIP, stress, and higher level managers (the older you are the greater the influence) while age was inversely related to the influence of pay, challenging assignments, and applying abilities (the older you are, the lower the influence of these factors).